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**CLARK COUNTY**  
WASHINGTON

**AUDITOR**  
**GREG KIMSEY**

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# **Sheriff's Office Jail Food Services Performance Audit**

**Clark County Auditor's Office  
Report #03-2**

**May 28, 2003**

Clark County Internal Audit Department

Sheriff's Office Jail Food Services Performance Audit

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## EXECUTIVE SUMMARY

We have completed an audit of the Clark County Sheriff's Office Jail Food Service. Our audit, performed in accordance with generally accepted government audit standards, is intended only to conclude on the stated objectives of this audit. Our review differs from an examination of financial statements and records for the purpose of expressing an opinion thereon, and accordingly we do not express such an opinion.

### **Objectives, Scope, and Methodology**

The objectives of this audit work were to determine:

- 1) *What food services are provided and to whom?*
- 2) *What types of contractual agreements are in place for the provision of services?*
- 3) *What are the costs associated with the provision of food services?*
- 4) *How do we compare to other jurisdictions, and are there areas for improvement?*
- 5) *Can we reduce injuries?*

Detailed answers to these questions begin at page 7. In performing this work, we followed the methodologies detailed in Appendix A.

### **Summary of Findings and Recommendations**

The *Answers to the Audit Objectives* section of this report, starting on page 7, details our conclusions and recommendations.

We found that the kitchen meets and exceeds health standards. The food service manager has received good marks from outside parties for the kitchen facility, meal planning, preparation, and distribution of meals. We have no recommendation to change menus, ordering, or preparation processes. We do make recommendations to: formalize agreements with other departments, revisit the costing methodology, formalize periodic reporting from the food service manager to senior management, and use the opportunity to educate inmates on nutrition.

### **Commendation**

We would like to thank the many staff members from the Sheriff's Office who cooperated in and assisted with this audit. Specifically, food service manager Clark Campbell and his staff were always available and were very open in discussing the operations of the kitchen. All managers were responsive during the course of the audit and endeavored to resolve any issues as they were raised.

## BACKGROUND ON JAIL FOOD SERVICE OPERATIONS

The new jail work center opened in 2000, moving the kitchen from a smaller space in the main jail. With the move, the Sheriff's Office took on responsibility for providing meals to Juvenile Detention. Nearly 900 inmates at three jail sites are served at each meal. The 2002 expense for food purchases was \$574,000.

### **Summary of other inspections, reviews, and certifications**

The kitchen is reviewed periodically by different agencies for different purposes; we did not duplicate those efforts. We have summarized the results of those reviews in Appendix B. Overall, those reviews are favorable and indicate that the jail kitchen has low risk of spreading food-borne illness. The inspections show that the kitchen passed health inspections from the Clark County Health Department (formerly the Southwest Washington Health District). In addition, the staff and/or the facility hold these certifications:

- The food service manager is a Registered Dietician.
- All food service staff<sup>1</sup> hold a county food handler permit.
- The facility holds a National Restaurant Association HACCP certificate (Hazard Assessment on Critical Control Points) and ServSafe certificate.

### **Menus and Planning**

The kitchen uses a four-week cycle menu. As described on page 7, "What food services are provided," individual meals are adjusted for medical or religious requirements. The meals for Juvenile also meet USDA requirements such as milk with every meal and a slightly higher caloric intake for juvenile detainees.



*Breakfast, clockwise from upper left: milk, spice cake, hard-boiled egg/salt, cereal/sugar, banana*



*Lunch: baked beans, lettuce, instant drink packet, cheeseburger/mayonnaise /ketchup, chips*

<sup>1</sup> "Food service staff" are non-inmates

Comparison of Clark County's meal planning to other organizations can be found on page 9, "How do we compare to other jurisdictions and can we make any improvements?"

## **Inventory Orders and Controls**

Grocery-type purchases are regularly put out to bid. Sysco currently supplies the major weekly food order. Other suppliers are used for orders of bread products, eggs, and milk.

Controls over inventory include locked doors, cameras, two-person receipting and verification of incoming orders, logs of food stock used, and weekly physical counts of food stock. The food is in one of three locked areas: pantry, walk-in refrigerator, or walk-in freezer. The facility is professionally inspected for signs of pests or vermin, and treated as needed.

Food stock is also controlled for freshness. The kitchen holds about a two-week supply of stock on hand, and staff rotate stock to be used on a first-in, first-out basis.



*Organization and cleanliness: part of the pantry*



*Locked access to the freezer*

We conducted a risk assessment focusing on possible inventory losses. The risks assessed included low turnover (spoilage from age), theft by inmates, theft by staff, shortage by supplier, overpreparation (waste), and vermin/other spoilage. We concluded that the overall risks were mitigated by existing preventive and detective controls. We did recommend, and the jail work center has implemented, that the food service manager receive a report anytime the kitchen is entered during off-hours.

## **Preparation**

Two overlapping shifts prepare meals. Training inmates is an important part of the food service program, and starts with a strict emphasis on handwashing. Working on the assembly line does not require special training, as the main activity is portioning food

onto trays. But inmates do receive training before using cooking equipment, cutlery (knives are logged in and out and supervised while used), and cleaning (because of the chemicals involved).



*Oven: 11 pans being baked*



*Kitchen tools at a preparation table*

## **Distribution**

Food service staff and inmate workers (trustys) deliver meals to the main jail and the Juvenile Department. Staff on the receiving end told us that the delivery is very reliable, which is important in managing the jail and detention.

The food carts have a hot side and a cool (ambient) side to maintain proper food temperatures. One cart is reserved to hold all the special diets (medical and religious diets), and each of those trays is labeled to ensure delivery to the intended inmate.

At the end of the meal period, trays are reloaded on the carts and returned to the kitchen. The trays and carts are cleaned and sanitized.



*Loading food carts*



*Securing food carts in the delivery truck*

## ANSWERS TO THE AUDIT OBJECTIVES

### **What food services are provided and to whom?**

About 900 jail inmates and Juvenile detainees are served at each meal. Within this population, many have special medical needs for modified diets (25 on the day we observed details on special meals). Food service staff work closely with the Medical Unit to ensure meals support the medical plan (e.g., low sodium) and do not create medical problems (e.g., food allergies). By law, jails must also adjust meals for recognized religious restrictions. The food service at Clark County jail follows guidelines set by the Washington Department of Corrections.

Jail food service staff are also responsible for maintaining emergency food service plans, including nutrition bars and water stocked at the main jail. These stocks would be used if there were a major problem at the kitchen, or with transportation, or a complete lockdown at the main jail, or any other disruption where normal food service could not be provided. We confirmed that there is a three-day supply of emergency rations available at the jail. During our review, we raised questions about the emergency food stock; these questions were answered, and the Sheriff's Office clarified instructions to all custody sergeants.

Finally, a new service from the jail kitchen provides sack lunches to a school district General Educational Development (GED) program. Low-income students qualify for the USDA school lunch program, and the Vancouver School District will order lunches from the Sheriff's Office. In turn, the Sheriff's Office will be reimbursed \$2.09 per meal from the USDA program. This is the standard federal reimbursement and will cover the direct \$1.62 cost (food and labor) plus contribute towards overhead costs. (Costs are discussed starting on the next page.)

### **What types of contractual agreements are in place for the provision of services?**

In 2000, food service for the Juvenile detainees was taken over by the Sheriff's Office. At the time, there were no formal agreements for the transfer of these services between departments; a Memorandum of Understanding (MOU) was completed during our audit.

Since about February 2002, sack lunches have also been provided by the Sheriff's Office for a GED program operated by Juvenile for non-detainees (separate from the school district GED program mentioned above). However, there is no written agreement between the two departments to address cost reimbursements or other details related to the program. The MOU for regular detainee meals states, "Compensation/Reimbursement for [GED sack lunches] will be treated as an addendum to this MOU," but an addendum has not been completed.

There has been much discussion, without resolution, around whether Juvenile should be required to pay the Sheriff's Office for the provision of sack lunches to non-detainees



in the GED program<sup>2</sup>. This unanswered question leaves the Sheriff's Office supporting the Juvenile GED program by about \$1,000 per quarter. Once a written agreement is established, there will be no questions about each party's responsibilities. **We recommend** an agreement be completed. Additionally, the Sheriff's Office should ensure that written agreements are in place as any substantial changes are made to existing relationships or for new arrangements with other entities.

### **What are the costs associated with the provision of food services and is there additional capacity?**

Capacity: Management was interested in the capacity of the operation, to know any limitations on taking advantage of other opportunities, such as supplying the GED lunches. We were told that the new kitchen was designed to produce up to 1,200 meals, and that the first limitation the kitchen would face would be running out of room for the finished meals. We agree the kitchen can increase from the current 900 meals to 1,200 meals without modifications, based on our observations of storage (pantry, refrigerated, and frozen), cooking, packaging, and cleaning space.

Costs: In 2002, food expense was \$574,000 and staff labor was about \$600,000. Other resources expended in preparing meals include the building, utilities, kitchen equipment, food carts, and delivery trucks.

The food services manager prepares an analysis of monthly food costs. His process is to summarize all of the food purchases, "standardize" the meal counts (the intent is to account for higher-cost meals, such as Juvenile receiving milk with every meal, or the higher costs of special diets), and come up with the "raw food costs per standardized meal."

The analysis is simple, but incomplete, and does not represent the total costs per meal. A cost analysis should reflect, or approximate, the true service cost including utilities and depreciation of building, truck, and kitchen equipment. In this way, management will know whether revenue from new ventures will meet the direct cost of providing the service, and how much will be contributed to support overhead expenses of the program. **We recommend** that management develop a more sophisticated model if food service is to be "sold" to outside entities. In addition, management should consider options for budgeting for future equipment repairs and replacements.

Revenue note: The food service program brings in revenue with the USDA reimbursement for Juvenile meals (about \$60,000 per year) and other small amounts purchased by county departments for meetings or training. Also, other jurisdictions pay the county to house inmates, but the portion for food is not determined separately.

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<sup>2</sup> Juvenile detainees are "categorically eligible" for the USDA school meals program, but non-detainees are not. For non-detainees to receive free lunch, paperwork must be filled out and signed by a parent to establish eligibility based on low-income guidelines. No one has been pursuing such paperwork, so no reimbursement is being received on non-detainee lunches.



## How do we compare to other jurisdictions and can we make any improvements?

We visited three organizations to obtain comparable information and food industry practice information. Those organizations were:

- Sodexho, Inc. (an international food service corporation; we visited their contract site for Salem-Keizer schools and Marion County Juvenile Detention);
- Aramark, Inc. (food service contractor for the county jails in Multnomah and Marion counties, and others); and
- The Oregon Department of Corrections.

**Table 2: Comparison of Clark County Jail Food Service to Other Organizations**

Operational area	Clark County	Aramark (service to Marion County Jail)	Oregon Dept. of Corrections	Sodexho (schools and Juvenile)
Staffing	Staff & inmates	Staff & inmates	Staff & inmates	Staff only
Component for inmate training emphasized?	Yes	No	No	Not applicable
Number of meals served (approximate, daily)	2,600	1,600	37,000	27,100
Menu planning	In-house <sup>3</sup>	National	In-house <sup>3</sup> (for seven facilities statewide)	National <sup>3</sup>
USDA (school meals) component?	Yes	No	No	Yes
Inventory	Local bids and pricing; large amount currently through Sysco	National / bulk buying	Direct buying from manufacturers	National / bulk buying
Transported or prepared on-site	Transported (three sites served)	On-site	On-site (at each of seven sites)	Transported
Service	Trayed (some sack lunches)	Trayed (some sack lunches)	Mix of tray and cafeteria-style	Stations: students choose from types of foods (e.g., deli, grill, salad bar)

Costs: We were provided some cost information from other organizations, but they asked us not to associate the results to their specific entities, therefore designated as Organizations A, B, and C, below. In some cases this is the contracted price rather

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<sup>3</sup> Registered Dietician on site

than actual cost. From our analysis, the cost-per-meal ranged as follows (see the previous section for an explanation on Clark County's costs):

<u>Comparison</u>	<u>Food</u>	<u>Food + Labor</u>
Organization A	not provided	\$1.18 <sup>4</sup>
<b>Clark County Main Jail</b>	<b>\$ 0.62</b>	<b>1.30</b>
Organization B	0.70	not provided
<b>Clark County Juvenile</b>	<b>0.94</b>	<b>1.62</b>
Organization C	1.06	not provided

Clark County costs seem to fall into the mid-range of those organizations we observed.

Improvements: As mentioned previously, the jail food service is widely recognized as a good operation. We observed that (a) the use of trusty labor is effective, (b) a more formal performance measurement reporting system is needed, and (c) there is an opportunity to educate inmates about nutrition:

(a) Using trusty (inmate) labor is effective: In 2002, trustys worked roughly 118,000 hours in the kitchen. Although trusty labor is not as efficient as a civilian work force, we found that the use of trusty labor is very effective:

- Cost effective: We don't know exactly how many civilian workers would be needed to replace the trustys. There are about 40 trustys who work in the kitchen now. We estimate that 15 positions<sup>5</sup> at \$12 per hour, working 10 hour shifts, would cost almost another \$1 million per year.
- Training: One aspect of having trustys in the kitchen is that they are kept busy, requiring less oversight by custody officers. But the trustys are also gaining work skills. Even if they don't work in food service when they are released, they have developed a routine of attending work regularly, following directions, paying attention to details, appreciating teamwork, and observing safety requirements.

(b) Performance reporting: We reviewed the expectations for food service and found that there are some goals related to food safety and nutrition. The program has operated with the directives to serve safe, healthy food and to provide an inmate training program in food service. However, the goals do not have formal established measures or reporting, and could be expanded in other areas. Also, reporting to upper management (such as the Custody Chief) is on an exception basis. That means higher level managers only get information on problems, rather than getting monthly confirmations that each of the goals are within target.

<sup>4</sup> This rate is not comparable for two reasons: 1) a sliding rate is based on the number of inmates, and 2) costs, such as equipment, are negotiated for sharing as replacements are needed.

<sup>5</sup> 15 positions is derived from another county jail where they want to minimize the number of inmates in the kitchen (no emphasis on training), and the inmates are paid a stipend; we adjusted for the difference in number of meals served.

**We recommend** that a formal performance measurement reporting system be established. Specific, reliable, and timely performance measures are the link from a mission statement (why a program exists, what it does, and for whom), to goals and to actual outcomes. We provided management with a two-page matrix as a starting point for performance measures; some examples:

- Within the goal of “Safe, healthy food:” no food-born illnesses; medical diets met within 72 hours; USDA standards met for Juvenile.
- Within the goal of having an “inmate food service training program:” number of inmates (or inmate hours) working in food service; confirmed injury rates (examples: no more than two per month; incident report within 24 hours; cause determined and education or other modifications made)
- Other goals should be created around inventory management, food service staff management, nutrition education, and equipment.

(c) Education opportunity: We surveyed inmates about the quality of food service. The results of this survey are summarized in Appendix C. There is a high perception among inmates that meals are not nutritious. Out of 430 inmates who answered a question on nutrition, half (216) said that the jail food nutrition is “poor.” Our research shows that the meals do, in fact, meet nutrition standards, so we have concerns that inmates do not understand what standards their food should meet. When inmates leave jail, they might be better equipped to lead a healthy life if they have information on nutrition.

**We recommend** that management use this opportunity to educate inmates on nutrition. Management can look at the various options and decide which combinations work for the jail environment, inmate education priorities, and budget. From low-effort to higher-effort, here are some examples:

- The menus are posted in advance. Information can be added to these postings; a low effort would be to add symbols (examples: use ♥ for healthy, ✕ for high sodium). A higher-level effort would be to list the total day’s nutrients (much like the required labels on food products: calories, fat, saturated fat, etc.) or to post the full nutritive value of each menu item, but we don’t believe this effort would benefit many inmates unless combined with other training to explain how to read and interpret and apply the information to their own situations.
- Another moderate effort possibility is educational posters, which can be rotated to refresh messages. These would not be specific to the

- menus, but general training on issues such as (a) what is a serving, (b) what is the impact of fat/sodium/sugar in the diet, (c) food safety, or even (d) how to build a nutritious menu on a budget.
- A high effort would be needed to hold nutrition classes, but this effort would have a higher impact. If this level of effort were to be expended, management would need to determine if the workload for the registered dietician on staff could allow for a class, or whether an outside contractor might be used. If classes are scheduled, they should first address inmates in high-risk groups; for example, a nutrition lesson could be added to drug/alcohol counseling or to a parenting skills class.

### **Can we do anything to reduce injuries?**

We summarized the 19 injury reports from the jail kitchen for 2002. Most (13) were jams or strains:

Jams <sup>6</sup>	7
Strains <sup>7</sup>	6
Chemical	3
Cuts	2
Slip	1

Of these reported injuries, about half (9) were seen by the Medical Unit. None of these incidents resulted in long-term harm to employees or trustys. Two resulted in time lost from work, and this is in line with the number of food-production injuries according to statistics from the U.S. Department of Labor<sup>8</sup>.

We also asked about best practices to prevent injuries from the other food service sites we visited. The consistent message was, "Constantly train, remind, supervise, and refresh the safety signs." Other thoughts included:

- For preventing back injuries: back belts, two people lifts when required, smaller order sizes (flour in 25 pound bags rather than 50 pounds, although it costs a few cents more)
- For cuts: cut-resistant gloves
- For slips: non-skid shoes
- Around a deep fryer: use leather aprons, gloves, goggles<sup>9</sup>

<sup>6</sup> A jam is usually a hand or finger caught between two tables, carts, or under/around trays.

<sup>7</sup> Strains include back, wrist, and ankle.

<sup>8</sup> The U.S. statistics did not include information on types of injuries.

<sup>9</sup> Not applicable to Clark County (no deep fryer in the kitchen)

## **Departmental Comments**

We provided a copy of the draft of this report to the Sheriff and to the Director of the Juvenile Department. These officials generally agreed with our observations and conclusions. A full copy of the Sheriff's Office response is at Appendix D.

## OBJECTIVES, SCOPE AND METHODOLOGY

The objectives of this audit were to determine:

1. What food services are provided and to whom?
2. What types of contractual agreements are in place for the provision of services?
3. What are the costs associated with the provision of food services?
4. How do we compare to other jurisdictions and can we make any improvements?
5. Can we do anything to reduce injuries?

To meet these objectives, we:

- For general background: reviewed and summarized reports from other external reviews; reviewed the National Academy of Sciences dietary guidelines; reviewed the inmate worker orientation handbook; reviewed the emergency food service plan; reviewed Sheriff's Office policies on food service; reviewed our prior audit (August 1994) on kitchen inventory controls.
- Asked staff about any written agreements (primarily between Sheriff's Office and the Juvenile Department)
- Evaluated the accuracy of inventory and meal preparation records; traced expenses to source documents (receipt of food); observed the receiving of food stock, weekly inventory, menu planning, meal preparation and corresponding records.
- Reviewed the cost allocation process; prepared an alternate cost schedule.
- Visited three organizations to obtain comparable information and food industry best practice information. Those organizations were: Sodexo, Inc., the food service contractor for Salem-Keizer schools and Marion County Juvenile Detention; Aramark, Inc., the food service contractor for the county jails in Multnomah and Marion counties (and others); and the Oregon Department of Corrections, which buys directly from manufacturers for most items.
- Surveyed inmates on the quality of food; analyzed results.
- For injury rates and prevention measures, summarized 2002 incident reports; obtained or tried to obtain information from Washington Labor & Industries, Washington Restaurant Association, and the U. S. Department of Labor.

Additionally, we performed fraud detection procedures. For this review, that included verifying that expenditures for all of 2002 food stocks were received at the kitchen, and not diverted to other locations.

OTHER REVIEWS AND INSPECTIONS**Results of other external reviews**

External review source	Purpose	Frequency and last review	Results / comments
Washington Department of Corrections	Review the work release activities including meals (under RCW authority)	Annual December 2002	"Clean, well organized; staff knowledgeable. Having spent many years in food service, it was a pleasure to visit such a well run operation."
County Health Department (formerly SW Washington Health District)	Public health review of industrial food production	Every 4 months March 2003 <sup>10</sup>	Met 100% of standards. November 2002 report noted: "Excellent, clean facility."
Office of Superintendent of Public Instruction	Review the USDA school lunch program (Juvenile Detention)	Periodic May 2002 (Report received Feb. 4, 2003)	Met the required food items/ components. Juvenile needed to adjust the meal counts to actual service rather than the daily census.

<sup>10</sup> Clark County Health Department inspected 71 restaurants March 17 – 24, 2003. The Jail Kitchen was one of 17 facilities to receive the "Best" score of 100.



INMATE SURVEY

[This survey was delivered to all inmates and Juvenile detainees in January 2003; received 447]

Please read each question carefully before answering, and complete all sections. While answering, remember there are no right or wrong answers. Your opinions are most valuable.

1. When you are released from jail, what is the first food item you are going to want to eat?

*164 answered meat, steak, burger, pork, ham, or ribs*

2. What do you like about the jail food?

*173: "nothing" or "not much"*

*54: "cake" or "breakfast cake"*

3. Within the context of an institution and budget constraints, what SPECIFIC changes or improvements would you suggest for food?

*129: more food, larger portions*

*59: more spice/seasoning/flavor/taste*

4. How does your nutrition in the jail compare to your nutrition before jail? (Nutrition includes factors such as fiber, vitamins, minerals, and the American Heart guidelines such as lower saturated fat and lower cholesterol.)

	Poor	Adequate	Very Good	Don't Know
Nutrition before I was in jail	42	103	262	23
Nutrition now (in jail)	216	152	24	38

5. a) Are you on a special diet?

26 Yes, medical

12 Yes, religious

☐ No

- b) If yes, are you getting what you are supposed to get?

*various comments including "vegetarian," which is not recognized as a religion*

6. What is your OVERALL rating of the food from the Clark County Jail?

	Poor	Fair	Neutral	Good	Excellent
Overall food service	238	144	49	17	1

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ALL ANSWERS WILL REMAIN ANONYMOUS

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7. Which pod/living unit are you housed in? *Juvenile: 42; Jail Work Center: 34; Main Jail pod A, 8; pod C, 49; pod D, 57; pod E, 102*

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8. How long have you been in the Clark County jail (current term only, if you are a repeat inmate)? *[various sentences, some awaiting sentence]*

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9. a) During your current time in jail, have you:  
38 Gained weight      71 Stayed the same      272 Lost weight      35 Don't know

b) ... and your current weight is:  
166 Underweight      184 Good/healthy weight      36 Overweight      30 Don't know

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10. Have you been in jail before this current term?  
307 Yes, in Clark County      120 Yes, somewhere else      79 No  
*(56 marked both "Yes, Clark County" and "Yes, somewhere else")*

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11. What is your ethnic background?

308 Caucasian      23 African American      33 Native American<sup>11</sup>  
21 Hispanic/Latino      6 Asian American      48 Other

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12. What is your level of education?

270 High school or less      122 Some college      27 Associate's degree      18 Bachelor's degree +  
last grade completed:  
*(various)*

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13. How old are you? *Asked but not tallied*

☐ Under 20      ☐ 20 - 29      ☐ 30 - 50      ☐ 51 or over

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THANK YOU FOR YOUR OPINION

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<sup>11</sup> *This is not a valid total according to the jail population statistics. Some inmates did not seem to understand we were asking if they are tribal members, not if they were born in the United States.*



**Garry E. Lucas**  
*Sheriff*

**Date:** May 19, 2003

**To:** Clark County Auditor's Office

**From:** Clark County Sheriff's Office

**Re:** Response to Jail Food Services Audit

The Sheriff's Office wishes to thank the Auditor's Office for its recent audit and insightful conclusions. Recommendations (4), that were presented at the exit conference on May 7, 2003 will be individually addressed. Clarification concerning our (CCSO), agreement or disagreement, action plan, timetable for these plans and responsibility for implementation and oversight of these plans will be here stated.

1. **It is recommended** that we (CCSO), provide written understanding with the Juvenile Court (JC) concerning reimbursement for the lunches which we provide for JC's non-custody, GED program. These meals are currently given *Pro Bono*.

**We agree** that the JC should reimburse CCSO for its non-custody, GED meals program.

**Our Action Plan** is the development of written MOU Addendum to sec.A-12 of the April 8, 2003 MOU, Food Services. Both the CCSO and JC representatives should sign in agreement.

**Responsibility** was given to Clark Campbell RD, Food Services Manager to act as CCSO representative.

**Timeline**

On May the 13, 2003, Clark Campbell RD and Ernie Veach-White, Juvenile Court Administrator, signed MOU addendum A-12, an addendum to the Food Services MOU of April 8, 2003; Reimbursement for non-custody juveniles – GED meals.

**Addendum A-12 is now ready for attachment.**

2. **It is recommended** that we revisit the costing methodology used in generating our meal food cost and develop a more sophisticated model. A cost analysis should approximate the total service cost to include utilities, chemicals and gas, depreciation of building, truck and kitchen equipment. It is stipulated that this is more important if

food services are to be sold to entities outside the County framework. In addition, total revenues from all sources for department services need to be identified and factored into the equation.

**We agree** that a clear picture analysis of the broadened cost of meals needs to be developed. This model should be generated regardless of where the status of selling to entities outside the County stands.

**Our action plan** is to take before mentioned criteria and develop a more sophisticated tool for analysis of the total cost per meal. This will be done with multidisciplinary meetings targeted on the production of the before mentioned model.

**Our time line** is set. Meetings, which focus on this plan or model, have been arranged though this summer. We propose solutions be ready for review and implementation by September 1, 2003.

**Parties responsible** for the generation of this plan are Darin Rouhier, CCSO Finance Manager and Clark Campbell RD, CCSO Food Services Manager.

3. **It is recommended** that we formalize periodic reporting to CCSO administration on Food Service performance measures.

**We agree** that a formal performance measurement reporting system should be established. These shall be specific, reliable and timely performance measurements which are a link from the mission statement to goals and outcomes.

**Our plan**, as stated above, is to develop this formal reporting system from Food Service management to CCSO Administration. Quality assurance measures may be developed around equipment, safety, training, sanitation, communication and many other criteria. The two-page matrix on performance measures provided to management will be consulted.

**Our time line** is to develop this over the summer with September 1, 2003 as a date for review and implementation.

**Responsible parties** will be Chief Joe Dunegan and Clark Campbell RD.

4. **It is recommended** that management use recently gathered information, which reveals inmate limited knowledge about nutrition, as an opportunity to educate inmate population.

Although it is not a primary mission of the CCSO to educate the incarcerated population about nutrition, **it is agreed** that this is an opportunity to better educate the inmates about the overall food service and target educate specific high risk

medical nutrition groups such as diabetics, hyperlipidemics, hypertensives, those requiring renal dialysis and those with severe cardiovascular disease.

**Our action plans** are to place in the next printing of the inmate handbook, an expanded description of jail food service. Increased nutritional information would also be included. This handbook is given to each inmate as they come into custody. Also inmates with severe dietetically controlled illnesses, as mentioned above, will be handed printed nutrition education materials pertaining to their illness. The medical staff would help with distribution. This type of educational material is available from various sources.

**The persons responsible** for developing this plan are Kelly Bell ARNP, CCSO medical unit, and Clark Campbell RD, CCSO Food Services Manager.

**Our time line** is to work this summer and have ready for review and implementation September 1, 2003.

Sincerely,

Joe Dunegan  
Chief Jail Deputy

cc: Garry Lucas  
Jane Johnson  
Mike Anderson  
Clark Campbell